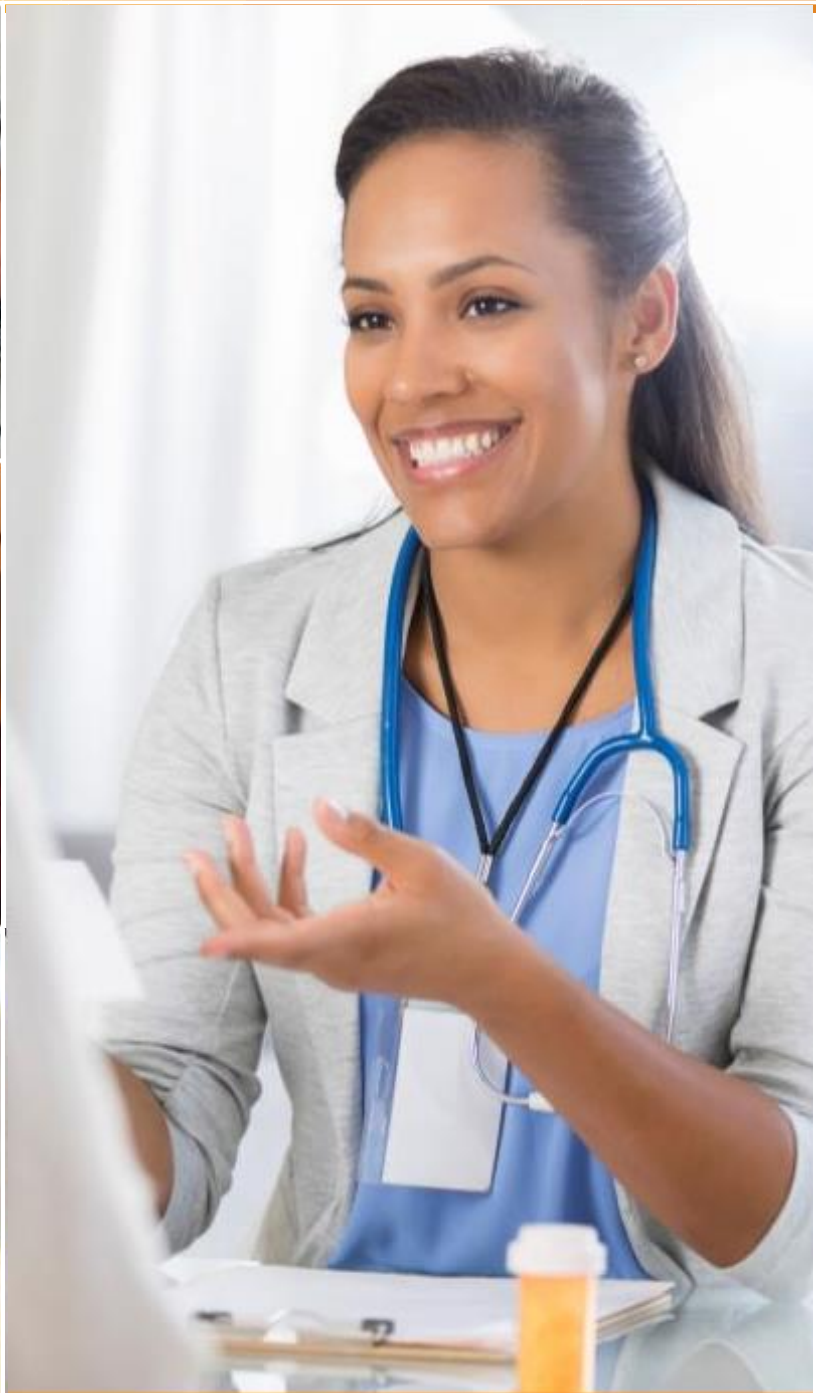
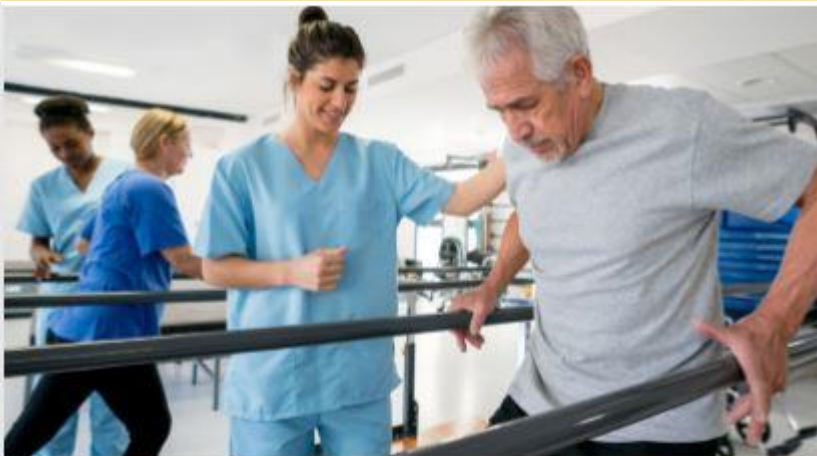


# 2019 Health Priority Implementation Plan



# EXECUTIVE SUMMARY

## Executive Summary

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As part of the Patient Protection and Affordable Care Act (PPACA), The Christ Hospital and other tax-exempt hospitals are to conduct Community Health Needs Assessments and develop implementation plans or community health strategies every three years. Developing a broad assessment helps fulfill the State of Ohio's requirement mandating that health departments and hospitals align their assessments starting in 2020.

In response to this legislation, The Christ Hospital conducted a community health needs assessment in Fiscal Year 2019 (July 1, 2018 – June 30, 2019) and sought input from a variety of community partners to gain valuable insight into the overall health and well-being of the community we serve.

One of our primary partners in this endeavor was The Health Collaborative, a nonprofit organization that works with its member hospitals on healthcare improvement projects and shares best practices. The Health Collaborative brought local hospitals together for the third time and led the effort to better understand the health needs of the community. Their community report shares data for the Southwest Ohio region (including Greater Dayton and Greater Cincinnati, which include Northern Kentucky and Southeastern Indiana). Service areas of hospitals vary, so this approach provides the most thorough picture of health needs locally and regionally.

Along with the data produced by The Health Collaborative, The Christ Hospital has analyzed a variety of data sources including public health data, health risk factor surveys, socioeconomic needs assessments, environmental standards and existing programs that had been developed for residents in the Greater Cincinnati region. In addition, The Christ Hospital also sought to review any written comments received regarding community health needs in the previous assessment.

In order to properly conduct our Implementation Plan, it is imperative that we define the community we serve. Currently, The Christ Hospital provides services and resources to 14 counties within a three-state area. We reviewed this complete geographic primary service area and determined that, for the sake of this Implementation Plan, we would focus on Hamilton County, Ohio, where much of our care takes place.

The priorities were determined by the number of votes in the community meetings, the number of mentions on surveys, and areas where data demonstrated performance worse than state or national benchmarks or trending in the wrong direction and impacting at least 16 counties (secondary data). The 5 identified priorities ranked in the top 8 for all primary data sources. The prevalent health concerns identified in the Hamilton County area through this needs assessment include:

- Substance Abuse
- Mental Health
- Access to Care
- Chronic Heart Disease
- Healthy Behaviors

Through a collaborative and meticulous process, The Christ Hospital and its community partners have reviewed the most prevalent health concerns in Hamilton County and have established a course of action as outlined in the following pages. This Implementation Plan focuses on programs, research, and education geared to target the prevalent health concerns facing the residents of Hamilton County. It is The Christ Hospital's goal to make a measurable impact on the health of our community. We recognize that community health needs are broad and comprehensive. While we bring our expertise and leadership to addressing these needs, we also understand that one entity's expertise cannot be broad enough to be the sole answer. Collaborations and partnerships are key to meeting those needs, and we partner with community organizations that complement our resources. The Implementation Plan was approved by The Christ Hospital Board of Directors on 10/16/2019.

## Substance Abuse

Substance abuse was highlighted as one of the top needs in Hamilton County. Although Substance Abuse Disorder is a mental health diagnosis, the volume of responses indicated that substance abuse needs to remain a separate category due to the current epidemic in the community. This priority relates to the use and abuse of illegal drugs, prescription drugs, alcohol, and addiction in general. Due to the complexity of substance abuse, the approach to addressing this will be through a partnership and supportive role, which will also include exploration into the underlying problems leading to addiction in order gather insights for prevention and quality treatment.

### Action

- Engage The Christ Hospital staff with the Hamilton County Heroin Task Force.
- Implement a Controlled Substance Policy at The Christ Hospital, to be implemented by end of December 2019. The policy will include a definition of controlled substances, guidance on prescription distribution and fulfillment, patient use of controlled substances and appropriate monitoring of suspicious behavior.
- Establish a hospital-based Outpatient Behavioral Health Program, to include substance abuse treatment.

### Anticipated Impact

- The goal in partnering with the Hamilton County Heroin Task Force for staff training and engagement will be to reduce the number of

deaths from heroin overdoses in the community.

- Introducing a Controlled Substance Policy will help to reduce the prescribing of high dose opiates. In turn, this will help manage the exposure and distribution of opiates and reduce the availability of substances in the community.
- Expanded access to treatment and prevention through the hospital Outpatient program.

### Resources

#### *Financial*

- Participation in the efforts brought forth by the Hamilton County Heroin Task Force include a financial responsibility on an annual basis. This will help with initiatives that drive prevention and treatment of substance abuse in the community.
- Board commitment to finance the hospital-based Outpatient Behavioral Health Program.

#### *Manpower*

- Providers, staff and leadership participation to implement and monitor actions.

### Collaboration

- The Christ Hospital's partnership with the Hamilton County Heroin Task Force will include a group of hospital members who will engage and proactively work in partnership with the Task Force. The main areas of focus and expertise for the Task Force include prevention, treatment, harm reduction, law enforcement, and first responders.

## Mental Health

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Mental health has been identified as the most common response in votes and mentions in the community needs assessment and remains a top priority in Hamilton County. The Christ Hospital comprehensive medicine service line continues to see an increasing number of patients with mental health conditions who seek treatment in emergency departments and other venues that are not ideally equipped to address the prevention, ongoing treatment and access to resources related to mental health. Our goal is to establish a hospital-based Outpatient Behavioral Health Program to better serve the community need.

### Action

- The Christ Hospital will open a Behavioral Health Outpatient Clinic at its Mt. Auburn campus in July 2019 to serve the needs of patients with mental health and substance abuse conditions. This will include partial hospitalization, intensive outpatient services and treatment.
- We will also continue the Comprehensive Primary Care Plus program that includes office based Primary Care Behavioral Health services to holistically address patient needs.

### Anticipated Impact

- These actions will decrease the rate at which patients are re-admitted to the hospital and revisits to the Emergency Department and

will provide a much-needed Outpatient Service to the community.

- The Comprehensive Primary Care Plus program improves access to Primary Care Mental Health professionals in the communities where the patients live.
- Both actions will work in tandem to increase access to care. The services will also contribute to the overall understanding of community mental health needs, helping to debunk myths and misunderstandings.

### Resources

#### *Financial*

- The Christ Hospital is committed to finance the hospital-based Outpatient Behavioral Health Program located at the Mt. Auburn campus.

#### *Manpower*

- A team of Behavioral Health specialists are available in the clinic and in our Primary Care practices. The outpatient clinic staff includes clinical therapists, nurse practitioners, psychiatrists and more.

### Collaboration

- The Christ Hospital is working in partnership with other mental health agencies as needed to respond to the community need.



## Access

Access to care was highlighted as one of the top needs in Hamilton County. Addressing the needs of access to care requires organizations to think about innovative approaches to social determinants of health and in making healthcare more accessible to the community. Solutions to this priority also include partnering with community organizations to cover patients who are at a greater risk or need specialized care.

### Action

- The Christ Hospital will work to provide access to Pharmaceuticals to those who are underserved and to those in need.
- Increase medical care access for the homeless by providing after care to the homeless post- discharge from the hospital.
- Expand partnerships with ride sharing platforms to provide assistance to patients needing access to our facilities.
- Establish a hospital-based Outpatient Behavioral Health Program to serve the community.

### Anticipated Impact

- The Christ Hospital will be able to improve the quality of care for patients who require pharmaceutical treatment.
- Provide post hospitalization care to the homeless community; reduce the number of readmissions to the hospital.
- Increase access to Outpatient Behavioral Health to vulnerable Hamilton County populations.

### Resources

#### *Financial*

- Support of the pharmaceutical program services to cover access for those who are underserved.
- Support ridesharing cost.
- Board commitment to finance the hospital Outpatient Behavioral health program.
- Financial and manpower support to Respite Care.

#### *Manpower*

- Primary Care providers and behavioral health consultants including clinical therapists, nurse practitioners, and psychiatrists as well as office staff will be added. This includes ongoing education for staff to continue to improve services and care.

### Collaborations

- The Christ Hospital will work in collaboration with St. Vincent DePaul Pharmacy to provide free pharmacy services to the uninsured and underinsured community.
- The Christ Hospital is working in collaboration with the Center for Respite Care, Homeless Medical Recovery, to provide after care when homeless patients are discharged from the hospital. The mission is to partner in providing quality holistic medical care to homeless people who need a safe place to heal, while assisting them in breaking the cycle of homelessness.

## Chronic Heart Disease

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The chronic disease priority covers an array of conditions including heart disease, cancer, diabetes, hypertension, and stroke. To serve the community, The Christ Hospital will continue to offer programs and services to treat and screen for chronic disease. The Implementation Plan will focus on chronic heart disease, which is among the top 20 most common diagnoses identified in the community served.

Knowing that heart disease is the leading cause of death in both men and women in the United States, we have always placed a priority on heart disease detection and treatment. The Christ Hospital has had the honor of being placed on the prestigious list of top 50 heart hospitals in the nation for 11 years thanks to a combination of advanced technology and innovation, along with a highly capable team of staff and world-renowned experts. This level of expertise and experience gives The Christ Hospital the unique opportunity to better serve our community when it comes to chronic heart disease treatment.

### Action

- Provide access to preventative vascular screenings in the community served.
- Provide access to innovative technology by offering clinical trials across a wide spectrum of cardiovascular diseases.

### Anticipated Impact

- Early detection of heart disease through screenings facilitate access to care, and the likelihood of effective intervention and treatment.
- Offering CTO clinical trials to the community will create options to prevent further disease progression.
- The Christ Hospital Heart Failure Clinic offers advanced heart treatment options to the Hamilton County and rural communities increasing access to specialty care.

### Resources

#### *Financial*

- Investment in Technology is required to innovate and enhance the mode and delivery of care for cardiac conditions affecting our community.

#### *Manpower*

- Staff is provided to facilitate screening and interact with community served.

### Collaborations

- The Christ Hospital will work with community agencies and other health care providers in providing access to specialty heart care.

# HEALTHY BEHAVIORS

## Healthy Behaviors

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The category of healthy behaviors to be addressed in The Christ Hospital Implementation Plan include collaborative efforts with other agencies to build healthy behaviors in the community such as: healthy eating, increasing exercise, and stopping the use of unhealthy substances like smoking.

### Action

- Actively participate and support the Mount Auburn Gardens Initiative and Collaboration (M.A.G.I.C.) by attending meetings and work days to drive community engagement in the gardens to offer more healthy food options as well as be a source of physical activity for Mt. Auburn community members.
- Provide financial support and participation in Mt. Auburn's 14-week lifestyle modification intervention program, Do Right! Block by Block campaign.
- Provide financial support to the American Heart Association (AHA)/GO Red for Women and Heart Walk.
- Offer free physicals at events to help encourage the community to live active lifestyles and promote exercise.

### Anticipated Impact

- The efforts for in-kind support will address food scarcity in Mt. Auburn and encourage healthy eating among its residence.
- The Do Right! Block by Block initiative will help improve the lives of the underserved through education and the development of a sustainable culture of health throughout the community.
- AHA support will provide healthy heart tips and education for the community.
- Smoking cessation efforts will decrease incidence of chronic lung disease and multiple cancers.

### Resources

#### *Finances*

- The partnership programs outlined above will be supported through financial contribution along with in-kind support.

#### *Manpower*

- The Christ Hospital and The Christ College of Nursing and Health Sciences will encourage staff members and students to actively participate in M.A.G.I.C and related programs.
- In-kind donation to M.A.G.I.C by The Christ Hospital Grounds and Maintenance Department for garden care and mowing.
- The Christ Hospital provides in-kind governance and committee members for AHA initiatives.

### Collaborations

- The Christ Hospital will collaborate with The Christ College of Nursing and Health Sciences, Mount Auburn Chamber of Commerce and Foundation, Mt. Auburn Community Development Corporation, MAC House, Church of the Savior, Closing the Health Gap, Civic Garden Center, Mount Auburn Preparatory Academy and Taft Elementary School to support M.A.G.I.C.
- The Christ Hospital will continue to support Closing the Health Gap to enhance the Do Right! Block by Block campaign in Mount Auburn.
- The Christ Hospital will continue our long-standing partnership with the AHA to support their efforts to promote lifestyle choices that lead to a healthy heart.



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